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**| RESEARCH ARTICLE**

**The Value-Based and Business Innovation Approach towards Sustainable Business Practices of Hotel Enterprises in the Philippines**

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**| ABSTRACT**

This study aims to investigate the possibilities for transformation in the business practices of Philippine hotel firms via the integration of a value-based and model innovation approach leading to their sustainability. Considering the worldwide need for sustainable development, the hotel sector is essential to reducing its negative effects on the environment, promoting social responsibility, and maintaining its financial stability. It examined the viability and efficacy of implementing a thorough sustainability framework that considers the particular socioeconomic and environmental circumstances of the Philippines. This research is built on multiple regression with moderation analysis that will determine the level of effect between variables. A Likert scale type of questionnaire will be used to conduct the instrument and gather data from respondents from hotel enterprises. The intended model will be established through multiple regression with moderation analysis. A thorough understanding of the current sustainability situation in the Philippine hotel industry, insights into effective approaches to value-based and business model innovation, a roadmap for implementing sustainable business practices, and the role that firm profile plays as a mediator in the important relationships this study develops are just a few of the expected outcomes of this research. To determine if hotel firms in the Philippines are leaders in sustainable business practices, this research aims to support their long-term resilience and success by promoting a culture of innovation and responsibility. At least 410 respondents representing at least 100 hotel firms were surveyed in this study. Data was gathered using survey instrument from Hotel firms from 1 star to 5 stars. The value-based business model has been found to have an excellent extent in terms of value creation, value proposition, and value capture. Business model innovation measured through creation, extension, revision, and termination is perceived to have acceptable levels within the hotel industry. Sustainable business practices are found to be well implemented among these hotel firms measured through their economic growth, social responsiveness, and environmental orientation. The antecedents of value-based business models are found to have a positive significant effect on sustainable business practices. In business model innovation, only the strategies of revision and extension may positively affect the sustainability of hotel firms. Through moderation analysis, it was found that the effect of value-based business models on sustainable business practices is dependent on the star rating or firm size of the hotel. The effect of business model innovation on sustainability of hotel firms was found to be different only on the extent between 1 star and 3 star, and 1 star and 5 stars. The proposed output is Framework on Sustainable Business Practices of Hotel Firms from Value Based and Business Model Innovation.

**| KEYWORDS**

Value-Based Business, Business Model Innovation, Sustainable Business Practices, Firm Profile

**| ARTICLE INFORMATION**

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## 1. Introduction

The hospitality industry plays a vital role in tourism and national economic growth, particularly in emerging economies such as the Philippines. However, the sector faces critical sustainability challenges that threaten its long-term viability and environmental footprint. Hotels are among the most resource-intensive businesses, consuming substantial amounts of energy and water while generating significant waste and carbon emissions (Elkhwesky et al., 2022; Makoondlall-Chadee & Bokhoree, 2024). The industry's heavy reliance on non-renewable resources, single-use plastics, and unsustainable operational practices has contributed to environmental degradation, including increased greenhouse gas emissions, water scarcity in tourist destinations, and biodiversity loss (Rodríguez-García et al., 2023). Moreover, the COVID-19 pandemic exposed the fragility of traditional hotel business models, revealing their inability to withstand external shocks while maintaining sustainable operations (Breier et al., 2021; Troisi et al., 2023).

In the Philippine context, these sustainability challenges are particularly acute. Despite growing awareness of environmental issues, many Philippine hotels continue to operate with conventional profit-maximizing models that prioritize short-term financial gains over ecological and social responsibility (Lim, 2022; Tayco et al., 2023). The sector struggles with inadequate waste management systems, excessive energy consumption from outdated infrastructure, limited adoption of renewable energy sources, and insufficient water conservation measures (Esguerra & Arreza, 2021). Additionally, smaller and independent hotels face significant barriers to implementing sustainable practices due to limited financial resources, lack of technical expertise, and absence of regulatory enforcement mechanisms (Marcelo, 2023). These persistent challenges underscore the urgent need for transformative approaches that can reconcile economic performance with environmental stewardship and social responsibility.

In response to these pressing sustainability issues, there has been a global shift from profit-driven strategies toward sustainability-oriented approaches that compel hotels to fundamentally rethink their business models (Meng et al., 2024). Two strategic mechanisms have emerged as potentially transformative: value-based business models and business model innovation (BMI). Value-based business models emphasize stakeholder co-creation and value distribution while aligning financial goals with social and environmental priorities (Neesham et al., 2023; Owusu Yeboah et al., 2022). These models treat sustainability as a fundamental business principle rather than an auxiliary activity, positioning hotels as contributors to community welfare, ecological conservation, and responsible consumption (Lüdeke-Freund et al., 2021; Rubio-Mozos et al., 2020). Similarly, business model innovation enables hotels to redesign their value creation, delivery, and capture mechanisms in response to environmental shifts, technological disruptions, and evolving stakeholder expectations (Andreini et al., 2022; Sinkovics et al., 2021). Recent research highlights that sustainable BMI those integrating environmental and social considerations acts as a catalyst for resilience and long-term sustainability (Baiocco & Panicia, 2023; Bashir et al., 2022; Rosati et al., 2023).

Despite the growing recognition of value-based business models and business model innovation as critical drivers of sustainability, significant research gaps remain that limit our understanding of their actual effects on sustainable practices in the hospitality sector. First, while conceptual frameworks linking business model innovation to sustainability have been extensively developed in Western contexts (Molina-Castillo et al., 2021; Kajtazi et al., 2023; Brenner, 2023), empirical validation in emerging Asian markets, particularly in the Philippines, remains scarce. The limited studies conducted in developing economies often focus on large multinational hotel chains, leaving a critical knowledge void regarding how value-based models and BMI operate across diverse organizational contexts including small, independent, and locally-owned establishments (Cuevas-Vargas et al., 2022; Asad et al., 2024).

Second, existing literature predominantly examines value-based business models and business model innovation as separate constructs, with few studies investigating their combined or interactive effects on sustainability outcomes (Kusa et al., 2023; Bittner et al., 2024). This fragmented approach fails to capture the potential synergies between adopting stakeholder-oriented value propositions and innovating core business model components. Understanding whether these approaches complement or substitute each other is essential for developing effective sustainability strategies, yet empirical evidence addressing this relationship remains limited (Zentner et al., 2022; Kurek et al., 2023).

Third, while firm characteristics such as size, age, and ownership structure are theoretically recognized as important contextual factors influencing sustainability adoption, their moderating roles in the relationship between business model approaches and sustainable practices have received insufficient empirical attention (Assiouras et al., 2022; Von Büren & Coombs, 2023). The uneven implementation of sustainability practices across Philippine hotels of different profiles suggests that organizational characteristics may significantly shape the effectiveness of value-based models and BMI, yet this contingency perspective has not been systematically examined (Tayco et al., 2023; Lim, 2022).

Finally, in the context of the United Nations Sustainable Development Goals (SDGs) and the Philippine government's commitment to sustainable tourism development, there is an urgent need for evidence-based insights that can inform both managerial decision-making and policy formulation (Pan, 2022; Schroedel, 2023). However, the existing body of research provides limited guidance on how Philippine hotels can strategically leverage value-based business models and business model innovation to achieve sustainable competitiveness while contributing to national sustainability objectives.

Addressing these research gaps, this study draws on the theoretical frameworks of sustainable value creation (Lüdeke-Freund et al., 2021) and business model innovation (Andreini et al., 2022; Molina-Castillo et al., 2021) to develop and empirically test a holistic framework examining the effects of value-based business models and business model innovation on sustainability practices among Philippine hotels. Specifically, the study investigates: (1) the direct effects of value-based business models and business model innovation on sustainable practices, (2) the potential interactive effects between these two strategic approaches, and (3) the moderating influence of firm profile characteristics (size, age, and ownership structure) on these relationships. By integrating sustainability and digital transformation perspectives within the unique context of an emerging economy, this investigation aims to generate empirical evidence that supports management strategies, policy formulation, and sustainable tourism practices aligned with the national commitment to the SDGs.

## **2. Value-Based Business Model**

The extent of value-based business in hotel firms can be analysed through the lenses of value proposition, value creation, and value capture, as explored in recent literature. The value proposition in hotel firms is increasingly shaped by digital transformation and the integration of advanced technologies such as AI and IoT, which redefine customer experiences and enhance service offerings (Zeqiri, 2024). This transformation is further supported by the service-dominant logic, which emphasizes the co-creation of value between firms, employees, and customers, leading to a more interactive and personalized value proposition (Gallarza et al., 2023). In terms of value creation, the role of AI is pivotal, as it enhances customer interactions and personalizes services, thereby improving customer satisfaction and loyalty (Nejjari & Fakir, 2025). The concept of value co-creation is also significant, as it involves collaboration between hotels and their guests, fostering a shared value experience that is crucial for sustainable growth in the tourism sector (John & Supramaniam, 2024) (Reda, 2025). Moreover, the integration of sustainable and inclusive tourism practices post-COVID-19 has been identified as a key driver for value creation, offering differentiation and improved customer experiences (García et al., 2022). Value capture, on the other hand, involves the strategic management of relationships and interactions that enable hotels to derive benefits beyond traditional price negotiations, such as through volume and collaborative benefits (Minerbo & Brito, 2021).

## **3. Business Model Innovation**

Business model innovation (BMI) in the hotel industry is a multifaceted process that encompasses creation, extension, revision, and termination, each with distinct challenges and opportunities. The creation of new business models often involves leveraging digital technologies and strategic efforts to adapt to environmental changes, requiring firms to develop capabilities such as co-creation, experimentation, and agility (Parmentier & Gandia, 2025). In the hotel sector, innovative development is closely tied to the adoption of advanced technologies and the enhancement of customer experiences, which are crucial for creating new business models that meet evolving consumer demands (Karapetyan, 2025). Extension of business models involves expanding existing frameworks to incorporate new services or markets, often driven by digitalization and sustainability imperatives, which are essential for maintaining competitiveness in a dynamic market (Kumar, 2025). This process is supported by a firm's dynamic capabilities and market orientation, which significantly influence the effectiveness of BMI in the hotel industry (Wijayanti et al., 2024). The hospitality industry, particularly hotels, must continuously innovate their business models to address challenges such as heightened competition and changing customer expectations, which are exacerbated by global events like the COVID-19 pandemic (Kraus et al., 2022). Overall, successful BMI in the hotel industry requires a holistic approach that integrates strategic management, technological advancements, and a deep understanding of market dynamics to create, extend, revise, and terminate business models effectively (Kraus et al., 2022) (Sabaruddin, 2024).

## **4. Sustainable Business Practices**

The pandemic triggered rapid integration of sustainability measures in hospitality operations. The pandemic compelled hotels to adopt health-driven environmental practices and redesign their service environments ("servicescapes") to meet both safety and sustainability goals. These changes were not limited to short-term operational adjustments but led to a strategic reorientation toward long-term resilience and sustainable recovery. The studies collectively suggest that disruptions can accelerate innovation and sustainability adoption, transforming crises into opportunities for institutional learning and renewal. (Elkhwesky et al., 2022 & Serrano-Baena et al., 2023)

Kusa, Suder, and Duda (2023) highlight that the effectiveness of sustainable initiatives depends on firm-level and network-level capabilities. Specifically, environmental initiatives yield stronger performance benefits when firms are organizationally flexible and embedded within collaborative networks. This moderating effect of internal adaptability and external partnerships implies that sustainability outcomes are co-determined by how firms mobilize resources, coordinate with stakeholders, and align green goals with operational agility. Thus, sustainability success in hospitality is not simply about adopting eco-friendly practices but about building structural and relational capacities to sustain them.

Complementing this organizational view, Meng et al. (2024) focus on the micro-foundations of green behavior, emphasizing the role of corporate social responsibility (CSR) and employee motivation. Their findings show that CSR practices foster intrinsic green motivation among employees, which enhances compliance with sustainability standards and strengthens green outcomes. This highlights that managerial commitment and organizational culture are critical in translating sustainability strategies into operational reality. Sustainable transformation thus depends as much on human engagement and leadership communication as on technological or procedural innovation.

At the institutional level, (Rodríguez-García et al., 2023 & Makoondlall-Chadee and Bokhoree, 2024) demonstrate that certification schemes and sustainability assessment tools shape how hotels operationalize and measure sustainability. However, these tools vary in depth, coverage, and suitability depending on firm characteristics such as size, resources, and market orientation. Firms that align certification frameworks with their organizational profiles and capabilities are better positioned to institutionalize sustainability. This suggests that sustainability assessment is not “one-size-fits-all,” and the choice of framework should reflect contextual and strategic fit.

Broader system-level perspectives emerge (Rodríguez-Florida et al., 2020 & Bittner et al., 2024), who examine circular economy strategies in tourism and hospitality. Circular practices such as resource reuse, waste valorization, and product-service systems demonstrate potential to minimize environmental footprints while generating new business opportunities. Yet, Bittner et al. (2024) reveal significant contextual variability in adoption between countries like the Netherlands and Indonesia, influenced by policy environments, stakeholder collaboration, and supply chain maturity. This finding reinforces that sustainability transitions are context-sensitive, requiring adaptive strategies that respond to institutional, cultural, and infrastructural conditions.

### **5. Value-Based Business Model Linked with Sustainable Business Practices**

Lüdeke-Freund, Rauter, and Pedersen (2021) propose a comprehensive framework for understanding sustainable value creation by dissecting what, who, and how of value generation. They contend that sustainable business models must extend value beyond customers to encompass communities, partners, and the environment. This broadened scope positions the business model as a key mechanism for balancing economic performance with ecological and social responsibility. Similarly, Owusu Yeboah, Jibril, and Novak (2022) reinforce this logic by framing sustainability as a central element of strategic value propositions. They argue that firms pursuing value-based approaches must reorient from short-term profit maximization to long-term stakeholder enrichment, embedding sustainability into their fundamental market offerings. Together, these studies emphasize that sustainability-oriented value propositions foster both competitiveness and legitimacy, aligning firm success with societal well-being.

Molina-Castillo, Sinkovics, and Sinkovics (2021) advance the discussion by introducing sustainable business model innovation (SBMI) as a dynamic mechanism for translating sustainability objectives into tangible organizational outcomes. Their findings reveal that sustainability-driven innovations create new market opportunities and enhance resilience by integrating ethical, environmental, and social imperatives into core business processes. They also highlight leadership commitment and adaptive organizational structures as critical enablers of SBMI. These insights underscore that innovation is not limited to technological advancement but involves the strategic reconfiguration of value creation, delivery, and capture toward sustainability.

Von Büren and Coombs (2023) extend the theoretical understanding of sustainability-oriented models by introducing a value network perspective. Using the RECUP case, they illustrate how sustainability outcomes emerge from interorganizational collaboration rather than isolated firm-level actions. Their model depicts a transition from linear to networked systems, where suppliers, customers, and partners jointly participate in value creation and resource efficiency. This aligns with Lüdeke-Freund et al. (2021)'s call for cross-sector collaboration and systemic thinking, suggesting that achieving sustainability requires collective governance and shared accountability across value networks.

The hospitality sector provides practical validation of these conceptual advances. Rubio-Mozos, García-Muiña, and Fuentes-Moraleda (2020) develop a sustainable strategic management model for hotels that operationalizes the United Nations Sustainable Development Goals (SDGs). Their study demonstrates how hotels can integrate sustainability into daily operations, employee engagement, and guest experience management. The results show that sustainability-oriented models enhance reputation, customer loyalty, and long-term competitiveness key outcomes also predicted by Molina-Castillo et al. (2021)'s theory of SBMI. For hotel enterprises, these findings affirm that sustainability integration is both a strategic imperative and a performance driver.

Expanding the discussion to global contexts, Zhang et al. (2024) reveal how embedding sustainable business models within global value chains strengthens systemic efficiency, equity, and competitiveness. Their study underscores the importance of coordinating sustainable value creation and capture across supply networks to realize circular economy principles. This perspective complements Von Büren and Coombs (2023)'s network-based framework by emphasizing that sustainability thrives when firms manage interdependencies at both micro (firm) and macro (industry) levels.

*H<sub>a</sub>1: There is a significant effect between Value-Based Business Model and Sustainable Business Practices.*

### *5.2 Business Model Innovation Linked with Sustainable Business Practices*

Molina-Castillo, Sinkovics, and Sinkovics (2021) conceptualize Sustainable Business Model Innovation (SBMI) as a holistic and systemic approach in which sustainability principles are embedded into the foundational structure of business operations. Their study emphasizes that SBMI reconfigures value creation, delivery, and capture processes to align corporate strategies with ecological and social goals. This integration enables firms to generate multidimensional value for customers, communities, and the natural environment positioning SBMI as a critical lever for sustainable transformation. Complementing this perspective, Sinkovics, Gunaratne, Sinkovics, and Molina-Castillo (2021) conducted an umbrella review that synthesizes theoretical and empirical contributions in SBMI research. Their findings reinforce that effective sustainable business models demand systemic thinking, integrating innovation with ethical leadership, stakeholder inclusivity, and institutional adaptability. Together, these studies establish SBMI as both a structural and behavioral shift in how organizations pursue long-term competitiveness through sustainability.

Expanding the theoretical landscape, Pan (2022) applied a bibliometric approach to trace the intellectual evolution of SBMI scholarship. The analysis revealed a paradigm shift from product- and process-oriented innovation toward business model reconfigurations that promote circularity, transparency, and digital integration. This transition highlights how technological advancement and sustainability imperatives increasingly converge within modern business model innovation. In sectors like hospitality and tourism where environmental responsibility and stakeholder engagement are central this evolution underscores the importance of digitally enabled sustainable practices that enhance operational efficiency and customer experience while reducing ecological footprints.

The growing maturity of SBMI research is evident in emerging frameworks that codify and classify sustainable design approaches. Schroedel (2023) developed a comprehensive database of 92 SBMI patterns, illustrating concrete pathways through which firms can operationalize sustainability. These include circular use models, shared platforms, and regenerative design strategies, all of which enable corporate transformation through resource efficiency and stakeholder collaboration. Similarly, Mais et al. (2024) proposed a taxonomy-based framework for sustainable and open business models, emphasizing collaboration, openness, and innovation as fundamental components of sustainable value creation. Collectively, these frameworks move SBMI from conceptual abstraction to actionable design, offering managers structured options for embedding sustainability into business model configurations.

Empirical research further substantiates the positive relationship between business model innovation and sustainability outcomes. Kajtazi, Rexhepi, Sharif, and Ozturk (2023) demonstrated that firms implementing BMI initiatives achieve measurable improvements in environmental efficiency, social responsibility, and economic resilience. Their study positions BMI as a strategic enabler of long-term competitiveness by fostering adaptability and resource optimization. Similarly, Baiocco (2023) examined small accommodation firms and found that co-evolutionary innovation processes enhance entrepreneurial sustainability and responsiveness to social and ecological challenges. This evidence is particularly relevant to the hospitality sector, where agility and innovation are vital for balancing profitability with sustainability imperatives.

The shift from firm-centric to ecosystem-centric innovation is evident in the works of Peñarroya-Farell, Miralles, and Vaziri (2023), who examined open and sustainable business model innovation within collaborative networks. Their findings show that open innovation ecosystems foster co-creation of sustainability-oriented solutions, mutual learning, and shared accountability among firms and stakeholders. This networked approach complements Yuan's (2024) analysis of sustainable business models in global value chains, where cross-sectoral coordination enhances resource efficiency and equitable value distribution especially critical in developing economies integrated into global trade systems. Both studies reinforce that sustainability-driven innovation increasingly relies on collective action and inter-organizational collaboration, transcending the boundaries of individual firms.

Brenner (2023) synthesized these theoretical and empirical advancements through a systematic review identifying BMI typologies that promote sustainability and circularity. These include eco-innovation models, digital circular models, and stakeholder-centric designs, each aligning business performance with broader environmental and social imperatives. Brenner's typology underscores that sustainability-oriented BMI not only mitigates ecological and ethical risks but also enhances long-term profitability, innovation capacity, and stakeholder trust key dimensions of sustainable competitive advantage.

Business model innovation is the strategic nexus linking corporate sustainability goals with long-term value creation. Conceptual models (Molina-Castillo et al., 2021; Sinkovics et al., 2021), bibliometric analyses (Pan, 2022), pattern frameworks (Schroedel, 2023; Mais et al., 2024), and empirical findings (Kajtazi et al., 2023; Baiocco, 2023) collectively demonstrate that sustainability is no longer peripheral to innovation it is its defining axis. Moreover, networked and open innovation paradigms (Peñarroya-Farell et al., 2023; Yuan, 2024) suggest that achieving sustainability at scale depends on multi-actor collaboration, shared governance,

and systemic coordination.

*H<sub>02</sub>: There is a significant effect between Business Model Innovation and Sustainable Business Practices.*

### 5.3 Firm Profile as a Moderating Variable

Cuevas-Vargas, Esparza-Durón, and González-Acolt (2022) demonstrate that firm age significantly moderates sustainability outcomes, specifically in how marketing orientation leads to sustainability performance. Their findings highlight that older firms, having more developed structures and institutional legitimacy, are better positioned to convert strategic orientations into tangible sustainability outcomes. Similarly, Asad et al. (2024) show that firm age conditions the relationship between entrepreneurial orientation and firm performance through green innovation, reinforcing that firm profile attributes such as age, size, and resource base serve as critical boundary conditions in sustainability models.

Within the same logic, value-based business models prioritize the integration of stakeholder welfare and ethical considerations into the firm's value proposition, as outlined by Molina-Castillo, Sinkovics, and Sinkovics (2021). However, the realization of these value-driven intentions depends on the firm's structural and resource characteristics. Smaller or younger firms often struggle with limited capital and institutional recognition, constraining their ability to operationalize sustainability commitments. In contrast, larger and older firms, often part of branded chains, possess more formalized systems, reputation incentives, and managerial expertise that facilitate the embedding of sustainability into daily operations. This conditional capacity underscores why firm profile influences the extent to which value-based logic leads to sustainable outcomes.

Empirical studies such as those by Ofori-Owusu et al. (2024) reinforce this link by showing that firm-specific attributes predict sustainability reporting behavior, indicating that firm profile mediates whether sustainability-oriented business models are expressed through formalized actions. In hospitality, these effects become particularly visible: hotel characteristics like star rating, ownership structure, and chain affiliation determine how effectively sustainability policies such as energy efficiency and waste reduction are implemented.

Molina-Castillo et al. (2021) position sustainable BMI as a strategic approach to align business performance with societal impact. Yet, studies by Latifi, Nikou, and Bouwman (2021) and Clauß et al. (2021) demonstrate that the benefits of BMI are conditional on firm-level capabilities, such as strategic agility, absorptive capacity, and managerial sophistication. Tian et al. (2024) further substantiate that firm size and financial structure moderate the innovation–performance link, implying that similar moderation occurs in sustainability contexts.

*H<sub>03</sub>: There is a significant moderating effect of Firm Profile between Value-Based Business Model and Sustainable Business Practices.*

*H<sub>04</sub>: There is a significant moderating effect of Firm Profile between Business Model Innovation and Sustainable Business Practices.*

## 6. Hotel and Tourism Industry in the Philippines

Marcelo (2023) demonstrates that digital transformation served as both an operational and signalling mechanism for Philippine hotels during the post-pandemic recovery. Digitalized systems, including contactless check-ins, mobile platforms, and online marketing, not only improved operational efficiency but also reinforced guest confidence in safety and hygiene. This dual function underscores that technologically capable firms possess an inherent advantage in linking value creation with sustainable practices. Similarly, Esguerra and Arreza (2021) find that tourists' use of virtual hotel operators in Cebu City was primarily driven by perceived convenience, value, and trust factors directly tied to the digital maturity of hotel operators. Together, these studies emphasize that a firm profile characterized by high digital competence enhances the effectiveness of both value-based and innovative business models in driving sustainable outcomes.

Lim (2022) provides evidence that market orientation through customer focus, competitor intelligence, and inter-functional coordination significantly improves performance in hospitality firms. When viewed alongside the findings of Marcelo (2023) and Esguerra and Arreza (2021), market orientation emerges as a strategic capability that ensures innovations are responsive to shifting consumer values and environmental expectations. Hotels with strong market orientation are more capable of embedding sustainability principles within business model innovations, thereby transforming external market signals into long-term strategic advantage.

Tayco et al. (2023) underscore that post-pandemic recovery strategies varied across regions in Negros Oriental, with local firms adopting diversification, community collaboration, and domestic market focus as adaptive responses. Aguilar (2023) complements this by demonstrating that local community skills and expectations shape service offerings and tourism product evolution. Both studies suggest that regional context and community embeddedness key elements of firm profile mediate how hotels implement sustainability-driven innovations. Contextually grounded strategies enhance resilience, ensuring that sustainability is not abstract but adapted to local conditions.

The importance of human resources in sustaining innovation is emphasized by Alicarte and Quliestino (2025), who find that employee competencies and supportive work environments enhance performance while reducing turnover intention. This indicates that business model innovation can only be effectively operationalized when firms possess a competent, motivated workforce capable of executing new practices. Their findings align with Lim's (2022) perspective that organizational alignment and inter-functional coordination are prerequisites for successful innovation adoption.

Shimizu, Chatterjee, and Cheung (2023) highlight that the Philippine hotel sector's exposure to natural hazards necessitates risk-informed business models. Their study reveals how firms with adaptive strategies such as flexible booking policies, digital contingency systems, and insurance coverage recover faster after environmental disruptions. This evidence complements Marcelo's (2023) argument on digital readiness by suggesting that technologically capable and resilient firms are better positioned to maintain sustainable operations amidst external shocks.

From an operational perspective, Hechanova and Tan (2022) emphasize the influence of marketing mix strategies product, price, place, and promotion on customer satisfaction among DOT-accredited hotels in Koronadal City. Their findings provide actionable insight into how tactical marketing supports value delivery and occupancy sustainability. When combined with digital and strategic studies, this indicates that sustainability outcomes depend not only on business model innovation but also on the firm's tactical agility and service alignment.

## **7. Methodology**

### *7.1 Population and Sampling*

The target population for this study is the hotel enterprises engaged in sustainable business practices. Hotels located within and outside the National Capital Region (NCR) with at least 100 employees were asked to participate in this endeavor. Hotels rated from 1 to 5 stars were considered in this study if they are implementing any sustainable practices.

Stratified sampling was used in this study to make sure that the population of hotel firms was well represented according to their common firm profile, such as capitalization, firm size, and service type.

The criteria for qualifying the respondent for the survey are as follows:

- Works at a hotel in the Philippines.
- Holds at least a supervisory position.
- Has been with the company for at least two years. (used by Hwang & Tan, 2012; Hwang & Ng, 2013)

A sampling design is a predetermined plan for selecting a sample from a particular population. It alludes to the procedure or approach the researcher would employ in selecting items for the sample. Prior to collecting data, the sample design is chosen. A research project needs to use a valid and appropriate sample design to conduct research. It was used in this study because stratified random sampling is appropriate for obtaining samples from homogenous conditions, perceptions, or locations (Thomas 2020).

The statistical power analysis was used to compute the number of samples. Based on this method, a minimum of 220 respondents is to be collected. It uses G Power with power =  $.80(1 - \beta)$ , effect size = .25 and  $\alpha = .05$ . Statistical power analysis is the appropriate method in computing for the sample size if the goal is to accept or reject any hypothesis. (Amora, J. T., 2021).

During data gathering, at least 410 respondents participated in the survey. They all came from 1-star to 5-star hotels with at least a supervisory position.

### *7.2 Instrumentation and Data Gathering*

The researcher formally sought permission from selected hotel companies to participate in the study through official letters of request. Upon approval, survey links were distributed via Google Forms to qualified respondents. The online platform incorporated an automated filter to ensure that only eligible participants could complete the survey. Responses were securely stored in spreadsheets (Microsoft Excel or Google Sheets), serving as the primary dataset for statistical analysis. Data collection adhered strictly to the provisions of the Data Privacy Act of 2012, ensuring confidentiality, informed consent, and the ethical handling of all participant information.

Data were gathered using a structured survey questionnaire, which served as the main research instrument. The questionnaire was divided according to the study variables, with all items adapted from previously validated instruments in existing literature (McLeod, 2019; Boone et al., 2012). Each item was designed to capture the respondents' perspectives on the identified constructs and measured using a four-point Likert scale with the following descriptors: 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree.

Prior to administration, the researcher conducted content validation by consulting five subject-matter and research experts to ensure item clarity and relevance. Items that received low validation scores were revised or removed. A pilot test involving 30 respondents (not part of the final sample) was then conducted to examine the instrument’s reliability and validity. Only items that met the numerical thresholds for internal consistency and construct validity were retained for the final survey.

Table 1. Interpretation of Scores and Mean Values

Range of Mean Values	Weight	Interpretation
3.26 – 4.00	4	Strongly Agree
2.51 – 3.25	3	Agree
1.75 – 2.50	2	Disagree
1.00 – 1.74	1	Strongly Disagree

The data collected were analyzed using both descriptive and inferential statistical techniques. Frequency and percentage distributions described the demographic profile of respondents, while weighted means and standard deviations summarized the perceived extent of each study variable following the interpretive ranges proposed by Bhandari (2020). The study employed multiple regression analysis to assess the effects of influencer marketing on purchase intention and the buying process, while moderation analysis tested whether the strength of these relationships varied under different conditions. All statistical analyses were performed using Jamovi software for accuracy and reproducibility.

## 8. Results and Discussion

### 8.1 Data Analysis

Table 2 Construct Validity and Scale Reliability

Construct	Items	Loadings	Ave. Var. Ext.	Cronbach's a
Value Proposition	1	0.77	0.654	0.834
	2	0.865		
	3	0.788		
Value Creation	1	0.864	0.618	0.826
	2	0.765		
	3	0.722		
Value Capture	1	0.851	0.678	0.831
	2	0.765		
	3	0.852		
Creation	1	0.788	0.665	0.831
	2	0.855		
	3	0.802		
Extension	1	0.847	0.674	0.854
	2	0.734		
	3	0.875		
Revision	1	0.735	0.604	0.782
	2	0.793		

	3	0.801		
Termination	1	0.771	0.630	0.852
	2	0.87		
	3	0.734		
Social Responsiveness	1	0.801	0.554	0.787
	2	0.72		
	3	0.709		
Economic Growth	1	0.84	0.645	0.809
	2	0.795		
	3	0.772		
Environmental Orientation	1	0.78	0.622	0.825
	2	0.704		
	3	0.873		

Note: Cronbach's alpha should be larger than 0.70 for reliability. All loadings must be more than or equal to 0.50 for convergence validity, and all Average Variance Extracted should be => 0.50 when extracted.

The measurement model demonstrated robust psychometric properties, indicating that the instrument is both reliable and valid. All constructs exhibited high internal consistency, as evidenced by composite reliability and Cronbach's alpha coefficients exceeding the accepted threshold of 0.70. In terms of validity, factor loadings for all indicators surpassed 0.50, while the Average Variance Extracted (AVE) values were also above the 0.50 benchmark. Collectively, these findings affirm the convergent validity of the constructs, confirming that the observed variables consistently represent their underlying latent dimensions.

**8.2 Structural Model Evaluation**

**Structural Path Results**

Table 3 Path Evaluation Results

<b>Path Estimates</b>					
<b>Predictor</b>	<b>Dependent</b>	<b>Estimate</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>H<sub>01</sub></i>					
Value Proposition	Sustainable Business Practices	0.0979	0.034	2.85	0.005
Value Creation	Sustainable Business Practices	0.2307	0.041	5.68	< .001
Value Capture	Sustainable Business Practices	0.3458	0.045	7.78	< .001
<i>H<sub>02</sub></i>					
Creation	Sustainable Business Practices	0.006	0.041	0.153	0.878
Extension	Sustainable Business Practices	0.147	0.062	2.381	0.018

Revision	Sustainable Business Practices	0.833	0.105	8.861	< .001
Termination	Sustainable Business Practices	-0.104	0.072	-1.443	0.15
<i>H<sub>03</sub></i>					
2 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.265	0.0585	3.25	<.001
3 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.112	0.0633	2.15	0.042
4 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.199	0.0633	2.15	0.032
5 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.212	0.0557	2.51	0.013
<i>H<sub>04</sub></i>					
2 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.1089	0.0696	1.56505	0.118
3 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.2003	0.0594	2.1370	0.033
4 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.0923	0.0515	1.791	0.074
5 Star – 1 Star	Value-Based Business Model and Sustainable Business Practices	0.2124	0.0531	3.996	< .001

Note: If the p-value is lower than 5% or 0.05, it is statistically Significant. If the p-value is greater than 5%, the result is statistically non-significant.

The regression results confirm that value-based business models (VBBM) significantly and positively influence sustainable business practices (SBP) among hotel firms. All VBBM components value proposition, value creation, and value capture exhibit significant effects ( $p < 0.05$ ), indicating that higher levels of these dimensions correspond to greater sustainability engagement. Among them, value capture ( $\beta = 0.3458$ ,  $p < .001$ ) exerts the strongest influence, followed by value creation ( $\beta = 0.2307$ ,  $p < .001$ ) and value proposition ( $\beta = 0.0979$ ,  $p = 0.005$ ). These findings lead to the rejection of Hypothesis 1 ( $H_01$ ), affirming that value-based business models significantly contribute to the advancement of sustainable business practices.

The regression results presented in Table 23 reveal that business model innovation (BMI) exerts a measurable influence on

sustainable business practices (SBP) among hotel firms ( $\beta = 0.221$ ,  $p = 0.3486$ ). Although not all innovation dimensions demonstrate significant effects, the analysis identifies extension ( $\beta = 0.147$ ,  $p = 0.018$ ) and revision ( $\beta = 0.833$ ,  $p < .001$ ) as significant predictors of sustainability, while creation ( $\beta = 0.006$ ,  $p = 0.878$ ) and termination ( $\beta = -0.104$ ,  $p = 0.15$ ) show no substantial impact. These findings lead to the rejection of Hypothesis 2 ( $H_02$ ), which proposed that business model innovation has no significant effect on sustainable business practices. In practical terms, a one-level increase in business model innovation corresponds to a 0.221 increase in sustainability outcomes.

The findings indicate that hotel rating exerts a positive and significant moderating effect across all comparisons ( $p < 0.05$ ). The strongest moderating effect occurs between 1-star and 2-star hotels ( $\beta = 0.265$ ,  $p < .001$ ), followed by differences between 1-star and 3-star ( $\beta = 0.212$ ,  $p = 0.013$ ) and 1-star and 4-star hotels ( $\beta = 0.199$ ,  $p = 0.032$ ). The results collectively demonstrate that as hotel ratings increase, the impact of value-based business models on sustainability becomes more pronounced. This implies that higher-rated hotels are better positioned to translate value-driven strategies into tangible sustainability outcomes due to greater resource availability, structured governance, and established stakeholder networks. Consequently, Hypothesis 3 ( $H_03$ ) which posited no moderating effect of firm profile is rejected, confirming that the strength of the VBBM–SBP linkage varies significantly across hotel classifications.

The hotel rating also moderates the BMI–SBP relationship, though the effect is observed selectively across rating tiers. A significant positive moderating effect is identified between 1-star and 5-star hotels ( $\beta = 0.2124$ ,  $t = 3.996$ ,  $p < .001$ ) and between 1-star and 3-star hotels ( $\beta = 0.2003$ ,  $t = 2.137$ ,  $p = 0.033$ ), indicating that higher-rated hotels benefit more from innovative business model adjustments in driving sustainability. However, no significant moderating influence is found between 1-star and 2-star or 1-star and 4-star hotels ( $p > 0.05$ ), suggesting that the effect of innovation on sustainability is not uniform across all hotel categories. Accordingly, Hypothesis 4 ( $H_04$ ) which proposed no moderating effect of firm profile is also rejected.

## **9. Conclusion**

### *9.1 Value-Based Business Model Linked with Sustainable Business Practices*

The results show that the hotel enterprises' customer satisfaction, innovation, and offering new services and amenities affect their revenue, market share, and infrastructure. Hotel enterprises, competitiveness in the market relates to the local community and societal issues. The company's adaptability positively impacts policies related to sustainability that they make within the reach of their companies. As per the findings of the study, there is a strong correlation between value-based business models and sustainable business practices. It means that companies that adopt these models are more likely to carry out sustainable operations.

### *9.2 Business Model Innovation Linked with Sustainable Business Practices*

Core processes adapted to external demands and modified products or services for new objectives affect the commitment to social responsibility by actively engaging in community outreach and support initiatives, and the policies and practices reflect a genuine concern for the well-being of its employees, customers, and the broader society of the company. Yet when business units are removed if they no longer fit the new organizational direction, it affects the profitable environmental consciousness of the hotel enterprises. Based on these results, it seems that business model innovation may help with sustainable practices. However, the exact effect can change depending on revision and extension.

### *9.3 Moderating Effect of Firm Profile*

The findings indicate that hotel enterprises' customer satisfaction, innovation, and introduction of new services and amenities significantly impact their revenue, market share, and infrastructure, which can be affected by hotel ratings. The competitiveness of hotel enterprises in the market is connected to the local community, and hotel ratings can also moderate societal concerns. Firm profile, on the other hand, can change a company's adaptability and positively affect the sustainability-related policies they implement. The study highlights a clear relationship between value-based business models and sustainable business practices, yet it can be altered by the firm profile, especially hotel rating.

As an exploration of new knowledge impacts the revenue of companies in the hospitality sector, which has seen significant growth, the firm profile can also affect their relationship. While adapting core processes to external demands and adjusting products or services for new goals do not affect the commitment to social responsibility, as evidenced by active engagement in community outreach and support initiatives, policies, and practices that genuinely prioritize greatly affects the well-being of employees, customers, and broader society, it is proven by this study that whenever there is a connection between such areas in the overall result, hotel rating does not affect them. However, when business units are eliminated due to no longer aligning with the new organizational direction, it impacts the profitability of environmental consciousness within hotel enterprises. It is not

moderated by firm profile, especially hotel rating. These findings suggest that business model innovation could aid in sustainable practices, although the specific impact may vary depending on factors such as revision and extension.

#### 9.4 Implications

This theoretical implication shows that there is a significant effect on the relationship between value-based business models and sustainable business practices, while only extension and revision variables of business model innovation are significant on sustainable business practices, but the overall result is that no connection between the two. It is also proven that there is a significant moderating effect of firm profile (hotel rating) on the relationship between value-based business model and sustainable business practices; however, only 3-1- and 5-1-star ratings are significant on sustainable business practices, yet the overall results show no moderating effect between the relationship. Furthermore, this research paper will use various cities in NCR as the research object. By investigating firm profile, value-based business model, business model innovation, and sustainable business practices should be put forward for route optimization.

The findings emphasize that theoretical applications are most relevant to 4-star hotels in NCR employing roughly one to two thousand staff. Within these firms, value-based business models (VBBMs) strengthen sustainable business practices (SBP) through three primary mechanisms. The value proposition focuses on maintaining competitive pricing, consistency in service delivery, and unique amenities to distinguish from competitors. Value creation relies on integrating customer feedback and continuous service innovation to enhance satisfaction and loyalty, while value capture entails leveraging market insights and adaptability to align offerings with evolving customer preferences. Together, these dimensions support innovation and sustainability within hotel operations.

In contrast, business model innovation (BMI) shows a more nuanced influence on sustainability. While extension (adapting and expanding core processes to address environmental and social demands) and revision (modifying structures and offerings to meet new goals) positively affect SBP, creation and termination do not demonstrate significant relationships. Thus, BMI's overall connection to SBP remains inconclusive, suggesting that innovation must be strategically focused on adaptation and continuous improvement rather than wholesale redesign.

Regarding sustainable business practices, the study identifies economic growth as the most prominent dimension, reflected in rising market share, revenue, and infrastructure investment. Social responsiveness follows, emphasizing employee welfare, community involvement, and corporate social responsibility initiatives. Environmental stewardship remains vital, with hotels encouraged to deepen employee engagement in energy conservation, recycling, and environmental awareness programs.

A key insight is that hotel ratings significantly moderate the relationship between business models and sustainability. Higher-rated hotels exhibit stronger alignment between VBBMs and SBP, attributed to superior infrastructure, innovation, and service quality. Ratings also correlate with competitiveness, customer satisfaction, and environmental adaptability, underscoring the importance of firm profile and operational scale.

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